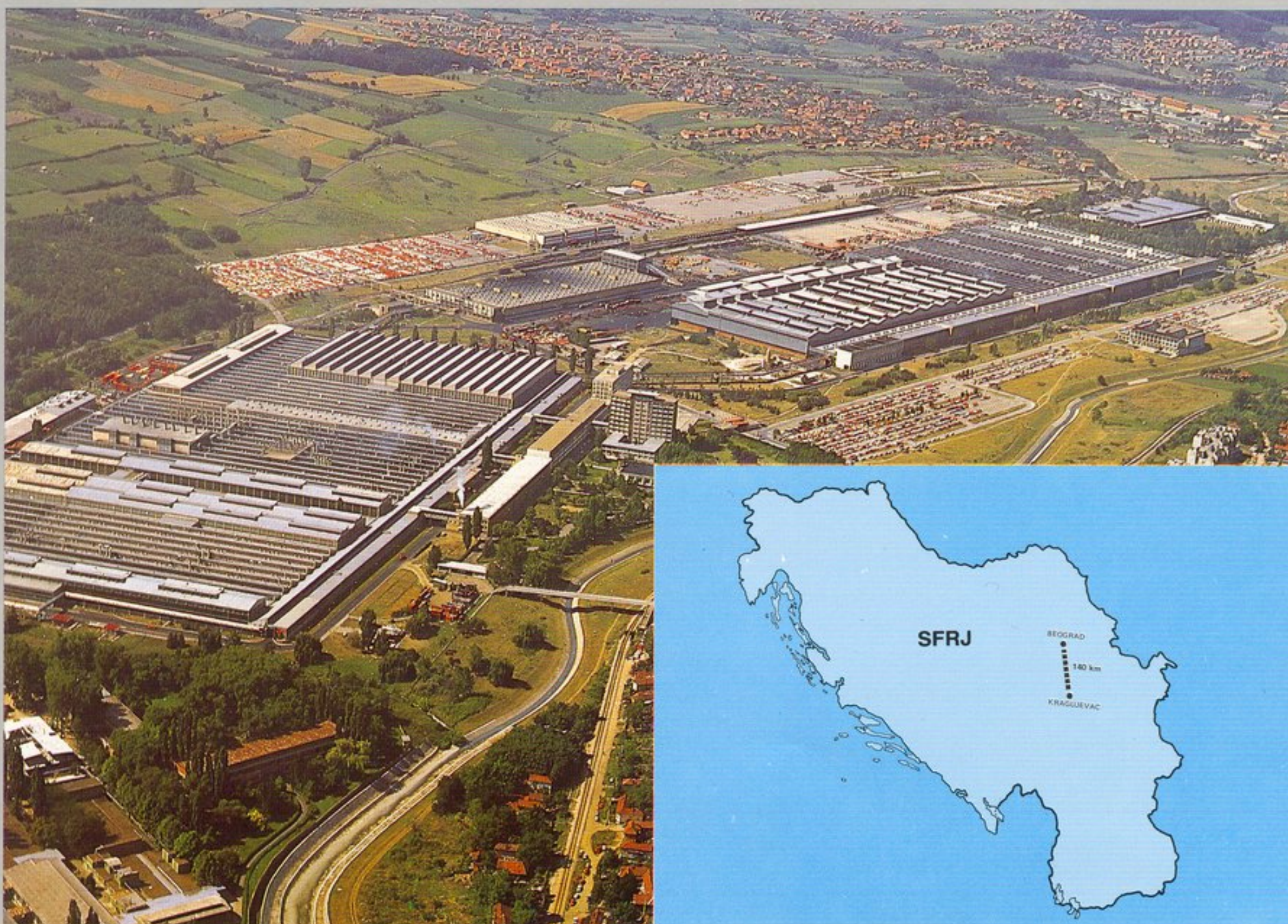


guide to **YUGO**
fabrika automobila



SADRŽAJ CONTENTS

• YUGO PORUKA YUGO MESSAGE	1
• TRADICIJA TRADITION	2
• RAZVOJ RESEARCH AND DEVELOPMENT	7
• STRUKTURA ZCZ ZCZ STRUCTURE	8
• STRUKTURA PROIZVODNIH KAPACITETA PROGRAMA YUGO YUGO PRODUCTION FACILITIES	9
• POSLOVODNA ŠEMA FABRIKE AUTOMOBILA ORGANIZATIONAL CHART	10
• PROIZVODNI KAPACITETI PRODUCTION CAPACITIES	11
• KOOPERANTSKA MREŽA U JUGOSLAVIJI DOMESTIC SUPPLIERS	16
• YUGO KVALITET YUGO QUALITY	18
• PRODAJNA MREŽA U JUGOSLAVIJI SALES NETWORK IN YUGOSLAVIA	19
• IZVOZ EXPORT	21
• GAMA YUGO MODELA THE AUTOMOTIVE LINE-UP	26
• FINANSIJSKI OSVRT FINANCIAL REVIEW	28



YUGO PORUKA

Yugo program i pored veoma duge industrijske tradicije, na svetskom tržištu se svrstava u «novi talas». Zahvaljujući, u novije vreme naglašenju eksportnoj orijentaciji i prisustvu na važnijim svetskim tržištima, uključujući tržište SAD, naša vozila su postala veoma tražena u svetu.

To nas obavezuje da ubrzavamo naše razvojne programe u pravcu stvaranja sve atraktivnije game proizvoda i povećanja proizvodnih kapaciteta.

Naše ambicije vremenski locirane na zadnje godine ove decenije uključuju sledeće strateške ciljeve:

1. potpunu inovaciju game proizvoda uz uvođenje potpuno novih modela i derivata i visok nivo kvaliteta;
2. prisustvo na većim tržištima svih šest kontinenata, uključujući i deset od jedanaest najvećih na rang listi;
3. povećanje godišnje proizvodnje za najmanje 50% uz primenu najmodernije tehnologije.

Predstavljajući našu budućnost, Yugo program je sadašnjost i budućnost našeg društva i našeg naroda koji doprinose njegovom razvoju.

Fabrika automobila ZASTAVA-YUGO

YUGO MESSAGE

Nonwithstanding its long industrial tradition, the Zastava Yugo program is ranked on the world market as a «new wave» program. Because of its recent export orientation and as the Yugo cars appear on the more important world markets, including the U.S., our cars are in high demand on the world market.

We are bound by the above to accelerate our development programs that aim towards a more attractive family of cars and towards the increase of production capacities.

Our ambitions for the last years of this decade cover the following strategic aims:

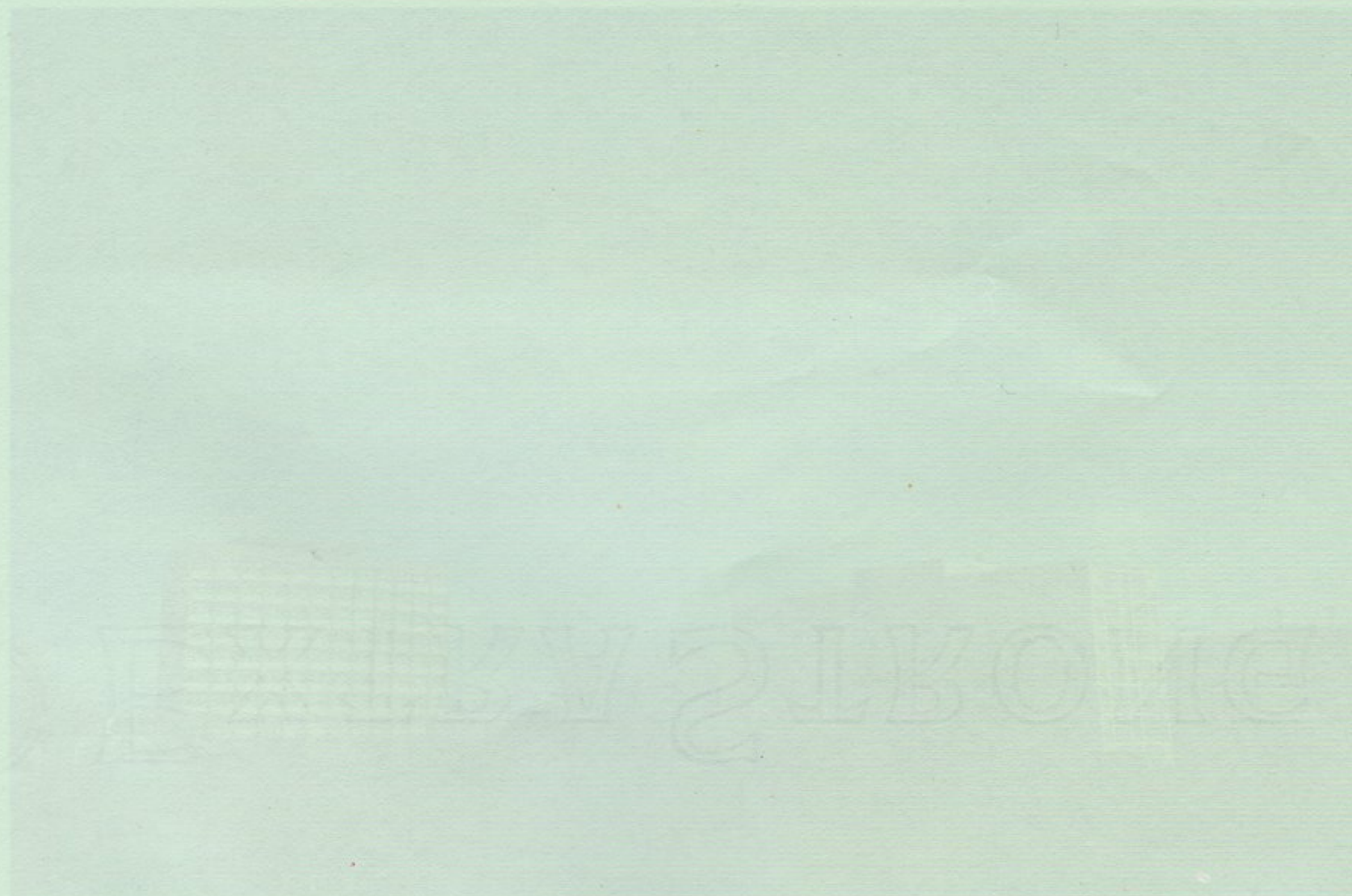
1. innovation of the complete family of products, including the launch of the new high quality models and derivatives;
2. presence in bigger markets on all six continents, including ten of eleven markets ranked as the

most advanced technologically.

Yugo program is the present and future of our country. We would like to express our appreciation to all those who contribute to the progress of the Yugo program.

ZASTAVA-YUGO car factory

YUGO



YUGO PORUKA

Yugo program i pored veoma duge industrijske tradicije, na svetskom tržištu se svrstava u »novi talas«. Zahvaljujući, u novije vreme naglašenoj eksportnoj orijentaciji i prisustvu na važnijim svetskim tržištima, uključujući tržište SAD, naša vozila su postala veoma tražena u svetu.

To nas obavezuje da ubrzavamo naše razvojne programe u pravcu stvaranja sve atraktivnije game proizvoda i povećanja proizvodnih kapaciteta.

Naše ambicije vremenski locirane na zadnje godine ove decenije uključuju sledeće strateške ciljeve:

1. potpunu inovaciju game proizvoda uz uvođenje potpuno novih modela i derivata i visok nivo kvaliteta,
2. prisustvo na većim tržištima svih šest kontinenta, uključujući i deset od jedanaest najvećih na rang listi i
3. povećanje godišnje proizvodnje za najmanje 50% uz primenu vrhunske tehnologije.

Predstavljajući na ovaj način deo svoje prošlosti, sadašnjosti i budućih planova, zahvaljujemo se svima koji doprinose progresu Yugo programa.

Fabrika automobila ZASTAVA-YUGO

YUGO MESSAGE

Nonwithstanding its long industrial tradition, the Zastava Yugo program is ranked on the world market as a "new wave" program. Because of its recent export orientation and as the Yugo cars appear on the more important world markets, including the US, our cars are in high demand on the world market.

We are bound by the above to accelerate our development programs that aim towards a more attractive family of cars and towards the increase of production capacities.

Our ambitions for the last years of this decade cover the following strategic aims:

1. innovation of the complete family of products, including the launch of the new high quality models and derivatives;
2. presence in bigger markets on all six continents, including ten of eleven markets ranked as the largest;
3. an increase of at least 50% of yearly output with the application of the most advanced technology.

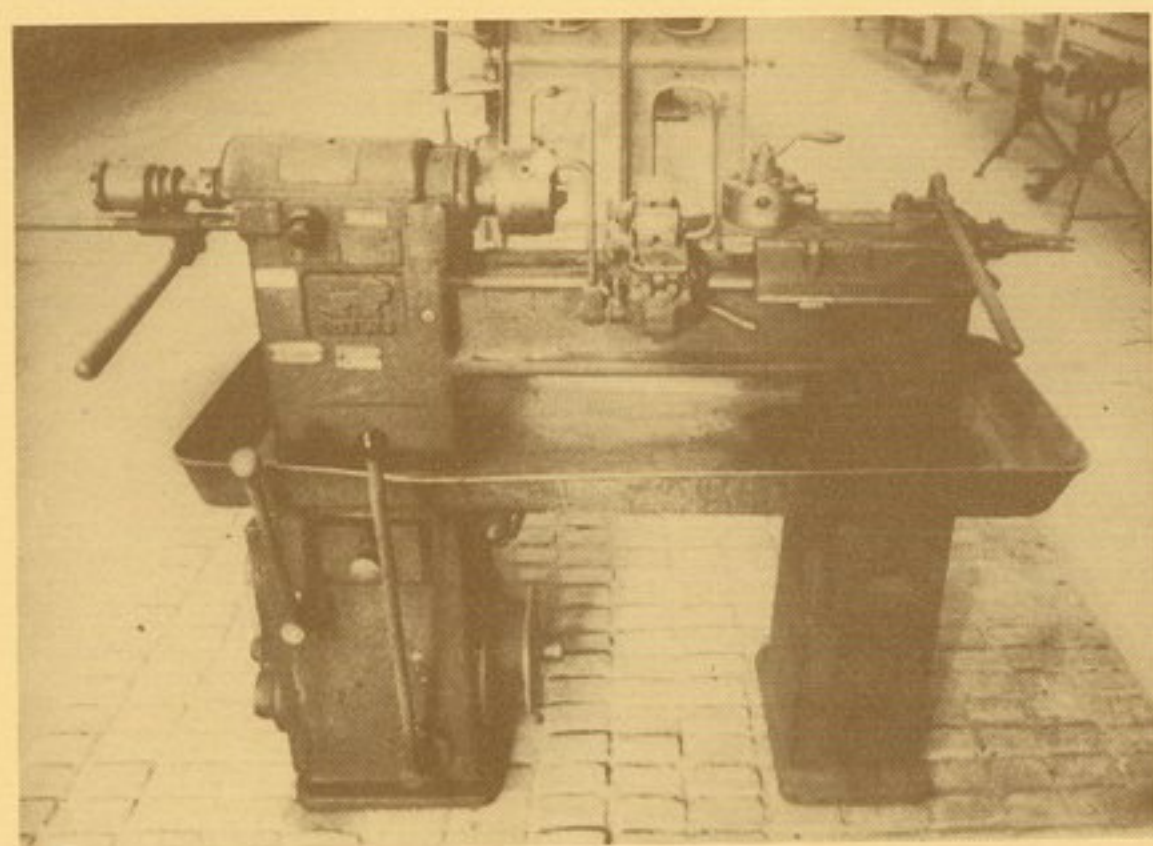
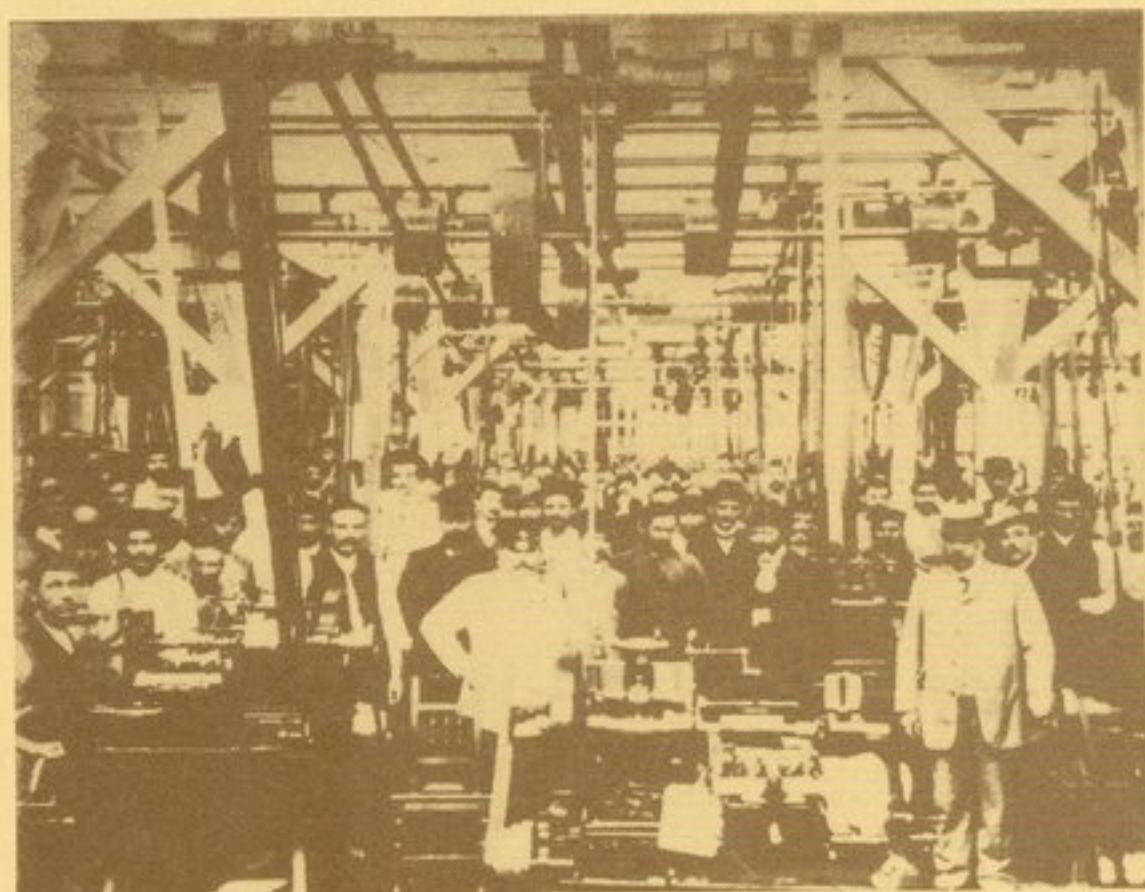
In presenting a part of our past, present and future plans, we would like to express our appreciation to all those who contribute to the progress of the Yugo program.

ZASTAVA-YUGO car factory





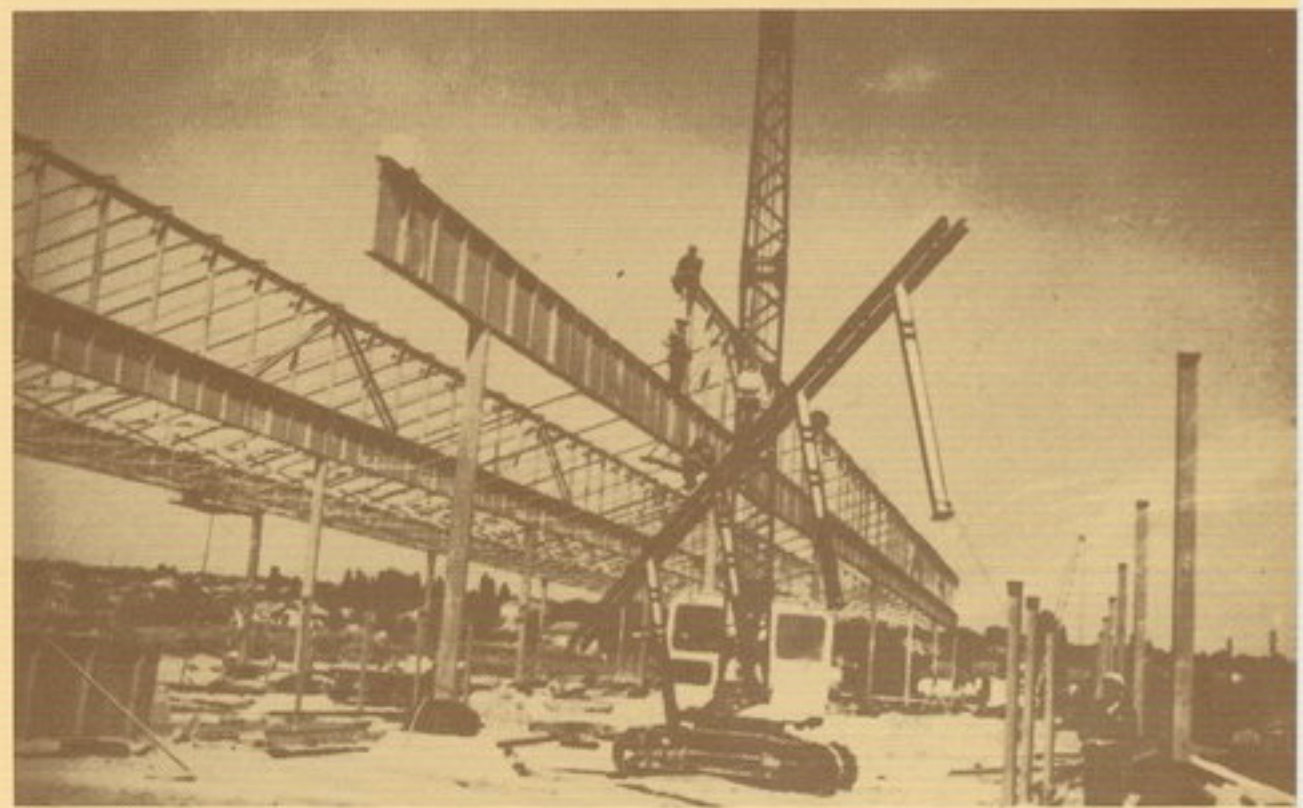
Vielzahl der Ausstellung in der Eisenwerkerei in Kragujevac



TRADICIJA

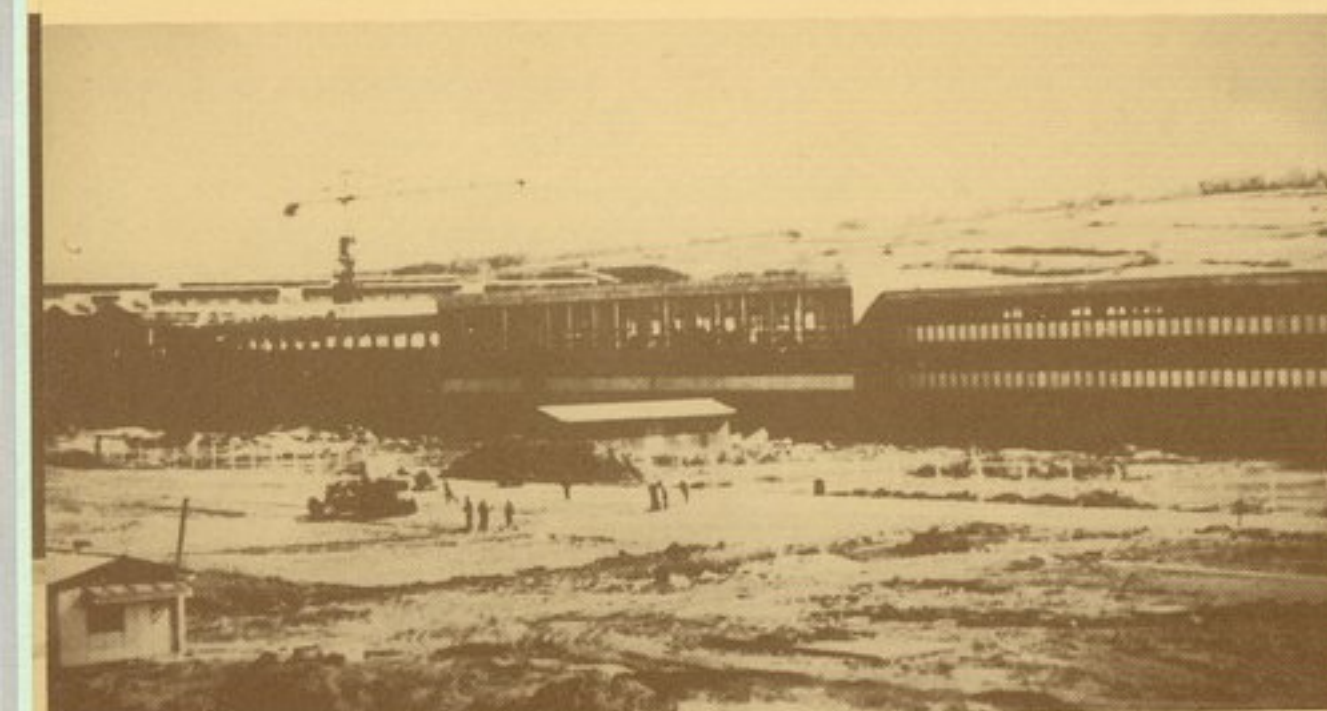
- 1853. godine osnovano je prvo industrijsko preduzeće u Srbiji pod imenom »Topolivnica«, današnji Zavodi »Crvena zastava« iz Kragujevca.
- 1880. godine izrađena je prva puška sopstvene proizvodnje.
- 1880.–1888. godine kragujevačka puška »kokinka« proglašena je najboljom na svetu.
- 1889. godine na svetskoj privrednoj izložbi u Parizu kragujevački proizvođači su se predstavili sa mašinama alatlikama i sa svoja 42 izložena proizvoda osvojili 5 srebrnih i jednu bronzanu medalju.
- 1904. godine u fabrici počinje da se vrši opravka vozila. U posebno opremljenoj auto-mehaničarskoj radionici izrađuju se i pojedini auto delovi.
- Do 1941. godine u fabrici je montirano 400 vojnih kamiona. Tada je fabrika imala 10.000 mašina i 12.000 radnika.
- drugi svetski rat je fabrici naneo velike ljudske gubitke i ostavio je porušenu bez mašina i inventara. Po završetku rata užurbano se kreće u obnovu porušene fabrike.
- 1950. godine, 2. februara izabran je u Zavodima prvi radnički savet.





TRADITION

- The first industrial business organization in Serbia was founded in 1853 under the name of »Gun Foundry« which is today's Zavodi »Crvena Zastava« from Kragujevac.
- In 1880, Topolivnica produced the first rifle.
- From 1880 – 1888, the rifle known as »kokinka« produced in Kragujevac, was announced to be the best in the world.
- In 1889, at the World Commercial Fair in Paris, the weaponmakers from Kragujevac presented their machine tools, and, with their 42 exhibited products, won five silver and one bronze medals.
- Vehicle repairs have been carried out in the factory since 1904. Some automotive parts were produced in a specially equipped auto-mechanical workshop.
- By 1941, 400 military trucks were assembled in the factory. At that time, the factory had 10000 machines and 12000 employees.
- World War II caused great casualties in the factory and left it without machines and inventory. When the war ended, urgent steps were taken to restore the demolished factory.
- The first Workers' Council of Zastava was appointed on the 2nd February, 1950.



- 1953. GODINE 26. AVGUSTA NA STOGODIŠNJICU POSTOJANJA FABRIKE RADNICI NA PRVOM REFERENDUMU DONOSE ODLUKU DA IZ SVOJIH ZARADA IZDVOJE SREDSTVA ZA PROIZVODNJU VOZILA. OVA GODINA SE ZVANIČNO UZIMA KAO GODINA POČETKA PROIZVODNJE AUTOMOBILA U JUGOSLAVIJI.
- 1955. godine proizvedeni su prvi automobili u Zastavi.
- 1962. godine na novoj lokaciji počinje da radi nova Fabrika automobila.
- 1965. godine Zastava počinje da izvozi svoje automobile.
- 1969. godine završava se I taza razvoja Fabrike automobila.
- 1971. godine počinje proizvodnja automobila »Zastava 101«.
- 1972. godine počinje II faza razvoja Fabrike automobila.
- 1980. godine počinje serijska proizvodnja automobila »Yugo«
- 1983. godine počinje projektovanje novih zastavinih »Yugo« automobila, pod radnim nazivom »Zastava 103« i »Zastava 104«. Početak proizvodnje modela 103 predviđa se za drugu polovinu 1988. godine.
- 1985. godine proizveden je prvi automobil »Yugo 55 GV« po standardima američkog tržišta.
- 1985. godine u julu mesecu počinje izvoz Zastavinih »Yugo« automobila na tržište Sjedinjenih američkih država.
- 1986. godine je obeležena proizvodnja 3.000.000 vozila od početka proizvodnje 1955. godine.
- u februaru 1987. fabrika menja komercijalnu marku sa Zastava na Yugo i prvi put predstavlja javnosti svoj novi automobil 103 pod komercijalnim nazivom YUGO Florida.

- ON AUGUST 26, 1953, THE CENTENNIAL OF THE FACTORY, THE WORKERS AT THE FIRST REFERENDUM DECIDED TO SET ASIDE A CERTAIN AMOUNT OF THEIR SALARIES FOR VEHICLE PRODUCTION PURPOSES. THIS YEAR IS OFFICIALLY REGARDED AS THE YEAR WHEN VEHICLE PRODUCTION STARTED IN YUGOSLAVIA.
- The first vehicles were produced in Zastava in 1955.
- In 1962, the new car factory began running at a new location.
- Zastava began exporting its vehicles in 1965.
- The car factory's first development stage ended in 1969.
- The production of »Zastava 101« began in 1971.
- The car factory's second development stage began in 1972.
- The production of the »Yugo« began in 1980.
- The design of Zastava's new »YUGO« vehicles began in 1983, under the provisional name »Zastava 103« and »Zastava 104«. Model »103« is planned to be produced in the second half of 1988.
- The first »YUGO – 55 GV« was produced in 1985, according to the U.S.A standards.
- In July 1985, Zastava's »Yugos« were exported to the U.S.A. market.
- 1986 marks the production of 3000000 vehicles since production first started in 1955.
- In February 1987, the Factory changed the commercial trade mark from Zastava to Yugo and presented the new 103 model to the public for the first time.





RAZVOJ

Yugo Fabrika ima sopstveni istraživačko razvojni institut, sa bogatim iskustvom. Koriste se i usluge mnogih specijalizovanih kompanija iz Evrope, SAD i Japana za pojedine projekte u oblasti inženjeringa, dizajna i laboratorijskih ispitivanja. Saradujemo i sa institutima nekoliko poznatih proizvođača automobila u svetu.

Naša politika razvoja proizvoda znači stalne inovacije i uvođenje vrhunske tehnologije. Svake godine inoviramo naš program i istovremeno radimo na projektovanju potpuno novih automobila. Upravo završavamo projekte 103 (Florida) i 104 i počinjemo realizaciju projekta 105 i drugih automobila za narednu deceniju.

Razvijamo kabriolet i druge verzije automobila, pogon na sva četiri točka, nove opcionalne – uključujući i automatske menjače, elektronsko ubrizgavanje goriva i druge vidove elektronske tehnologije i sl.

Pored provere prototipova i inoviranih verzija u našim laboratorijama i na specijalnim pistama, putna i druga ispitivanja obavljam u realnim klimatskim i najtežim uslovima. Naše sportsko odeljenje takođe čini jednu od komponenti razvoja.

RESEARCH AND DEVELOPMENT

The Yugo factory has a very experienced R & D department. For some projects we purchase engineering, styling and laboratory test services from many European, USA and Japanese specialized companies.

We have established cooperation with the R & D departments of some famous world car manufacturers.

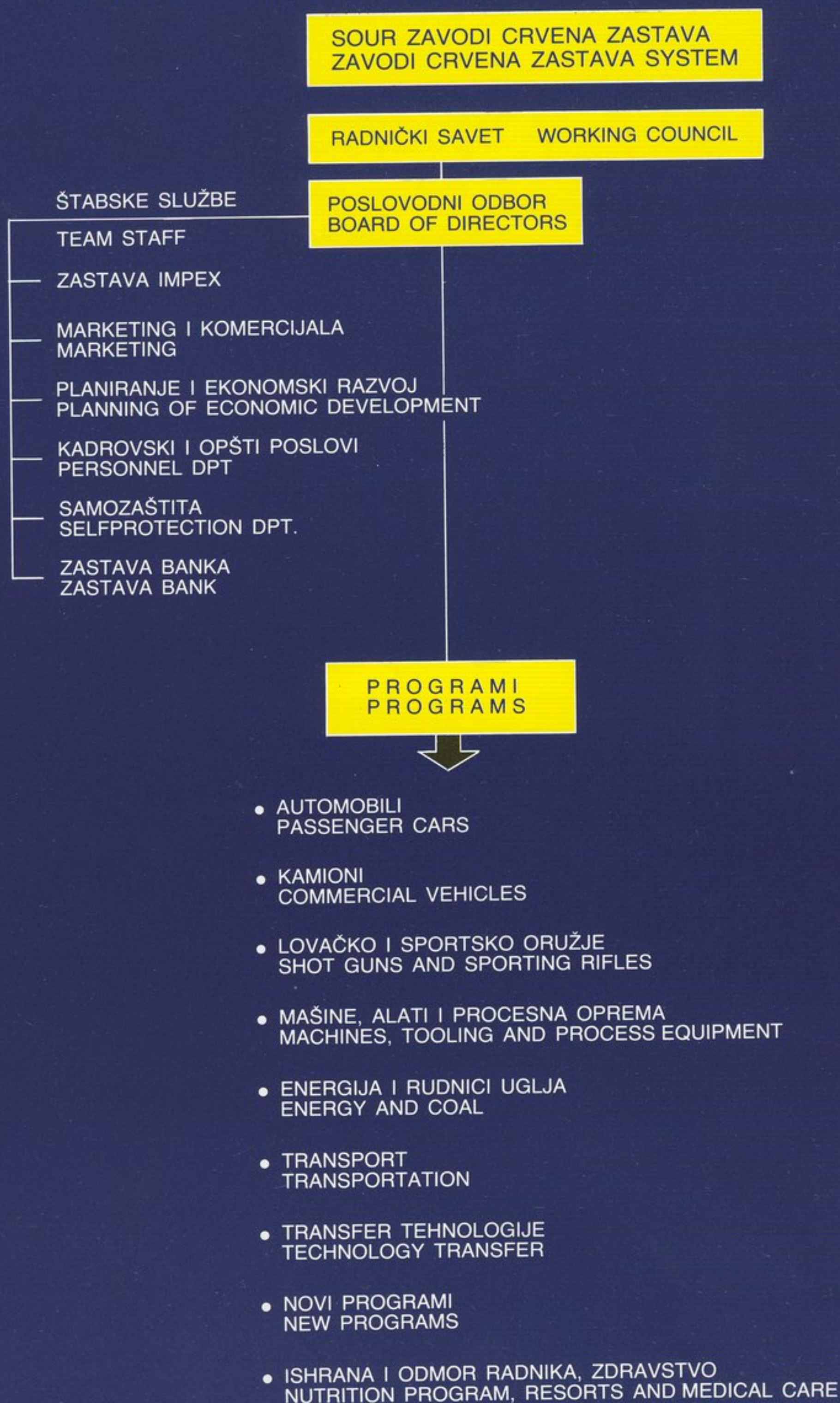
Our development policy aims towards constant innovations and introduction of advanced technology. Each year we are innovating our program and at the same time projecting completely new cars. We are bringing 103 (Florida) and 104 projects to an end and will start projecting the 105 and other cars for the next decade.

We are developing a convertible, a four – wheel drive vehicle and new options – including automatic transmission, electronic fuel-injection and other forms of electronic technology.

Besides our laboratories and special proving grounds, the prototypes and innovated versions are tested and road-tested under actual environmental conditions. Our sports department represents one component of our development program.



STRUKTURA I ORGANIZACIJA STRUCTURE AND ORGANIZATION



PROGRAM PUTNIČKIH AUTOMOBILA IMA NAJVEĆE UČEŠĆE U UKUPNOM PROGRAMU SISTEMA ZCZ.
PASSENGER CAR - PROGRAM HAS THE LARGEST SHARE OF THE TOTAL ZASTAVA SYSTEM'S PROGRAM.

**STRUKTURA PROIZVODNIH
KAPACITETA
PROGRAMA YUGO
YUGO PRODUCTION FACILITIES**

**FABRIKA AUTOMOBILA ZASTAVA-YUGO
ZASTAVA-YUGO CAR FACTORY**
34000 KRAGUJEVAC, YUGOSLAVIA
ŠPANSKIH BORACA 4
TEL.: 034 / 62-140
TELEX: 17128

STR. 11 PAGE

**INTERNA KOOPERACIJA (IZ ZAVODA »CRVENA
ZASTAVA«):**
SUPPLIERS WITHIN ZAVODI »CRVENA ZASTAVA«
– RO »ZASTAVA METALURGIJA« KRAGUJEVAC
 »ZASTAVA – METALLURGY«
– RO »ZASTAVA KOMPONENTE« KRAGUJEVAC
 »ZASTAVA – COMPONENTS«
– RO »ZASTAVA – HEROJ TOZA DRAGOVIĆ« OHRID
– RO »ZASTAVA – RAMIZ SADIKU« PEĆ

STR. 16 PAGE

**KOOPERACIJA U ZEMLJI
DOMESTIC SUPPLIERS**
– »DMB« BEOGRAD
– »JUGOPLASTIKA« SPLIT
– ŽELJEZARA »BORIS KIDRIČ« NIKŠIĆ
– »TIGAR« PIROT
– »ŽELJEZARA« RAVNE
– »ZMAJ« ZEMUN
– »VARTEKS« VARAŽDIN
– »FABRIKA AMORTIZERA« PRIŠTINA
– »MILOJE ZAKIĆ« KRUŠEVAC
– FABRIKA VAGONA KRALJEVO
– ETC...

STR. 17 PAGE

**INOKOOPERACIJA
COOPERATION**

- USSR
- ITALY
- HUNGARY
- POLAND
- GDR
- BULGARIA

POSLOVODNA ŠEMA FABRIKE AUTOMOBILA ORGANIZATIONAL CHART

SRBOLJUB VASOVIĆ

- DIREKTOR FABRIKE
- DIRECTOR, CAR FACTORY

ŽIVODRAG PROKIĆ

- ZAMENIK DIREKTORA ODGOVORAN ZA PROIZVODNJU I RAZVOJ
- DEPUTY DIRECTOR, PRODUCTION AND R & D

TOMA SAVIĆ

- POMOĆNIK DIREKTORA ODGOVORAN ZA PLASMAN
- VICE-DIRECTOR-SALES

RADOVAN PETROVIĆ

- POMOĆNIK DIREKTORA ODGOVORAN ZA EKONOMIKU I FINANSIJE
- VICE-DIRECTOR, ECONOMY AND FINANCES

**OOUR »MEHANIČKA
OBRADA«
MACHINE SHOP**
DIRECTOR:
VOJIN SABLJIĆ

**OOUR »ODRŽAVANJE«
MAINTENANCE DpT.**
DIRECTOR:
BRANIMIR SOLDATOVIĆ

**OOUR »INSTITUT
AUTOMOBILA«
RESEARCH &
DEVELOPMENT**
DIRECTOR:
ZDRAVKO MENJAK

**OOUR »PRESERAJ«
STAMPING PLANT**
DIRECTOR:
MOMIR GAROVIĆ

**OOUR »SPECIJALNI
AUTOMOBILI«
SOMBOR
SPECIALY CARS
SOMBOR**
DIRECTOR:
STEVO VOJNOVIĆ

**OOUR »NABAVKA«
PURCHASING**
DIRECTOR:
SLOBODAN NIKOLIĆ

**OOUR »KAROSERIJA«
BODY SHOP**
DIRECTOR:
ZVONIMIR VUČINIĆ

**OOUR »3. OKTOBAR«
RAŠKA**
DIRECTOR:
TIMOTIJE MIJAILOVIĆ

**RZ »KOMERCIJALA
AUTOMOBILA«
SALES**
DIRECTOR:
SLOBODAN RADOVIĆ

**OOUR »POVRŠINSKA
ZAŠTITA«
PAINTING SHOP**
DIRECTOR:
JUGOSLAV PAČARIZ

**OOUR »STANISLAV
SREMČEVIĆ-CRNI«
KNIĆ**
DIRECTOR:
BRANISLAV JOVANOVIĆ

**RZ »TEHNIČKI POSLOVI«
TECHNICAL SERVICES**
DIRECTOR:
TOMISLAV VUKČEVIĆ

**OOUR »MONTAŽA«
ASSEMBLY SHOP**
DIRECTOR:
MILORAD MARKOVIĆ

**OOUR »BLAGOTIN«
BELUŠIĆ**
DIRECTOR:
DRAGAN DIMITRIJEVIĆ

**RZ »EKONOMIKA
AUTOMOBILA«
FINANCE DpT.**
DIRECTOR:
LEPOSAVA TOMOVIĆ

**RZ »KADROVSKI I OPŠTI
POSLOVI«
PERSONNEL DpT.**
DIRECTOR:
Dr. BRANISLAV ČUKIĆ

PROIZVODNI KAPACITETI:

U nameri da proizvodi vozila za zadovoljenje različitih potreba kupaca Yugo razvija proizvodne kapacitete u cilju velike fleksibilnosti i visokog kvaliteta.

Fabrika automobila Yugo ima sinhronizovan proizvodni sistem za proizvodnju 220.000 putničkih automobila godišnje počev od izrade svih delova do montaže i inspekcije automobila. Pokrivena površina fabrike iznosi 409.259 m² sa 17.000 zaposlenih.

Kapaciteti za proizvodnju mehanike automobila, izuzimajući motor, obuhvataju 6 pogona sa 52 proizvodne linije, specijalizovanu opremu (transfer linije) visoke proizvodnosti, nivoa tačnosti i kvaliteta obrade.

PRODUCTION CAPACITIES:

To produce vehicles that can meet various customer needs, Yugo has developed production capacities that can provide greater flexibility and high quality.

The Yugo car factory has a synchronized production system for 220,000 units a year. This system has 17,000 employees and covers all the production stages from the production of parts through the final car inspection. The factory contains 409,259 m² of floor space.

With the exception of the engine, mechanical units are produced in 6 plants on 52 production lines. Plants are equipped with specialized machines and transfer lines of high production capability, high accuracy and good machining quality.



Svi otpresci se dobijaju sa 12 linija velikih presa, 6 linija srednjih presa i više grupa malih presa. Razvojem kapaciteta za novi program automobila uvođi se automatsko nauljivanje limova, automatizacija dodavača u čelone prese, potpuna automatizacija dve linije velikih presa i nabavka samohodnih platformi za dopremu i navlačenje alata.

Izrada podsklopova, sklopova, kompletiranje i finišenje školjke vrši se u 14 posebnih zona i tri paralelne linije. Razvojem kapaciteta predviđa se primena višetačkastog zavarivanja, pertlovanje pokretnih elemenata u automatizovanim presama i primena robota za zavarivanje sklopa školjke. Tehnologija troslojnog lakiranja primenjuje se u tri nezavisne zone linijskog (protočnog) tipa:

- I zona: Hemijska priprema pretežno prskanjem i kataforetsko nanošenje prvog sloja boje,
- II zona: Zaptivanje, nanošenje PVC mase robotima i automatizovano nanošenje sloja osnovne boje,
- III zona: Nanošenje sloja klasične ili metalik boje na tri paralelne linije od kojih je jedna potpuno automatizovana sa primenom robota.

Kontrola i upravljanje sistemom transporta je u celosti automatizovana i vrši se pomoću kompjutera. Raspolaže se visokoautomatizovanim centralom za pripremu i distribuciju boja, što garantuje visoku postojanost kvaliteta i brzu promenu nijansi boja bez zastoja.

Montaža je protočnog – linijskog tipa na visećem konvejeru sa visokim nivoom diferencijacije operacija. Priprema važnijih sklopova se vrši izvan montažnih linija u posebnim zonama. Integrisane su operacije intenzivne kontrole, podešavanja i adjustaže automobila. Posebna priprema i dopunska ugradnja po zahtevima kupaca vrši se u posebnom objektu.

All the stampings are produced on 12 large press lines, 6 medium-size press lines and on several groups of small presses. To develop capacity for the production of new cars we will introduce automatic oiling of sheet metal, automatic headpress feeding, complete automation of two big press lines with engine-powered tooling platforms. Body assemblies and subassemblies are produced in 14 separate zones. The bodies are assembled and finished on three parallel lines. It is planned to introduce more spot welding, to hem the flanges of moveable parts in automatic presses and to install robotic body welders.

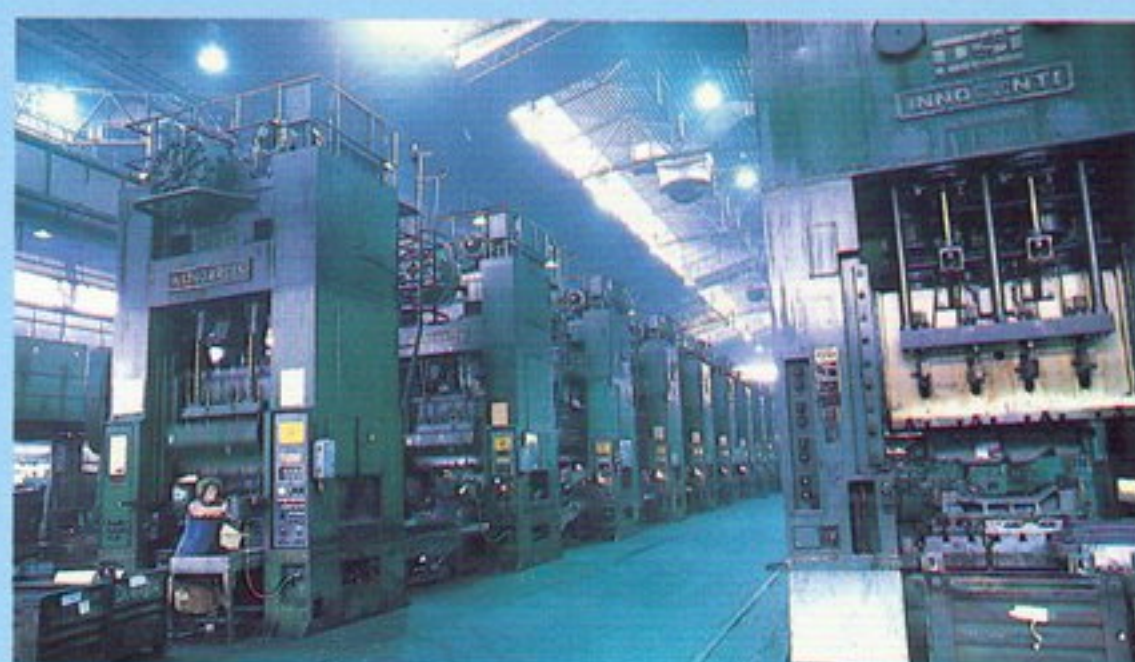
Three paint layers are applied in three separate zones of flow line type:

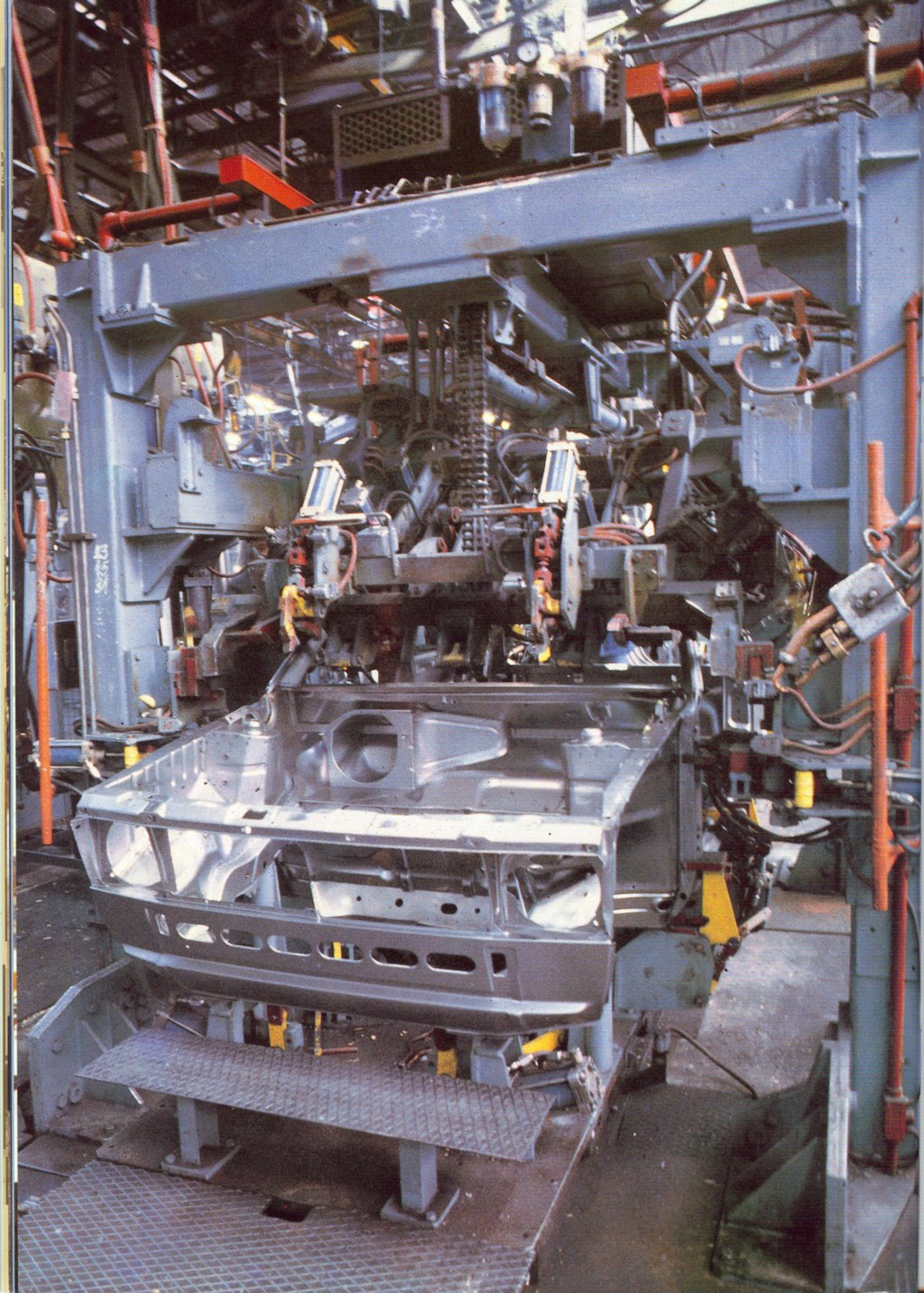
- I zone: chemical treatment, mostly by spraying and cathodic paint application.
- II zone: sealing, robotic application of PVC and automatic primer application.
- III zone: application of metallic or non-metallic paint. It is applied on three different lines, one of which, equipped with robots, is completely automatic.

The automatic system of transportation is managed and controlled by computers. There is one central, highly automatic paint mixing and distributing booth that guarantees constant quality and fast change of color.

Assembly is carried out on the line equipped with overhead conveyers. There is a big differentiation of operations on the line.

More important assemblies are prepared in special zones outside the assembly line. Operations of car inspection and adjustment are integrated. Special preparation and additional installation of the parts required by customers are performed in a separate building.





Fabrika automobila Yugo ima četiri dislocirana dela. U Somboru to je OOUR »Specijalni automobili« koji proizvodi:

- višenamenske putničke automobile, furgonete, minibus pick-up / nosivosti od 800 kg,
- specijalne putničke automobile (milicija, sanitet, obuka vozača, univerzal, i sl.).

U Raškoj to je OOUR »3. oktobar« koji proizvodi rotacione delove koji se ugrađuju kako u modele putničkih automobila tako i u modele privrednih vozila.

U Kniću OOUR »S. Sremčević – Crni« proizvodi komponente sistema za kočenje putničkih automobila i kamiona. U dopunskom programu proizvodi metalni pogonski – kancelarijski nameštaj i sabirna sredstva.

U Belušiću OOUR »Blagotin« proizvodi odlivke ispuna sedišta za vozila, odlivke za potrebe nameštaja, sedišta za traktore, motocikle i bicikle i medicinske jastuke. Postoji i poseban program za proizvodnju nameštaja.

YUGO Car Factory has four plants:

1. »Special Cars« in Sombor produce:

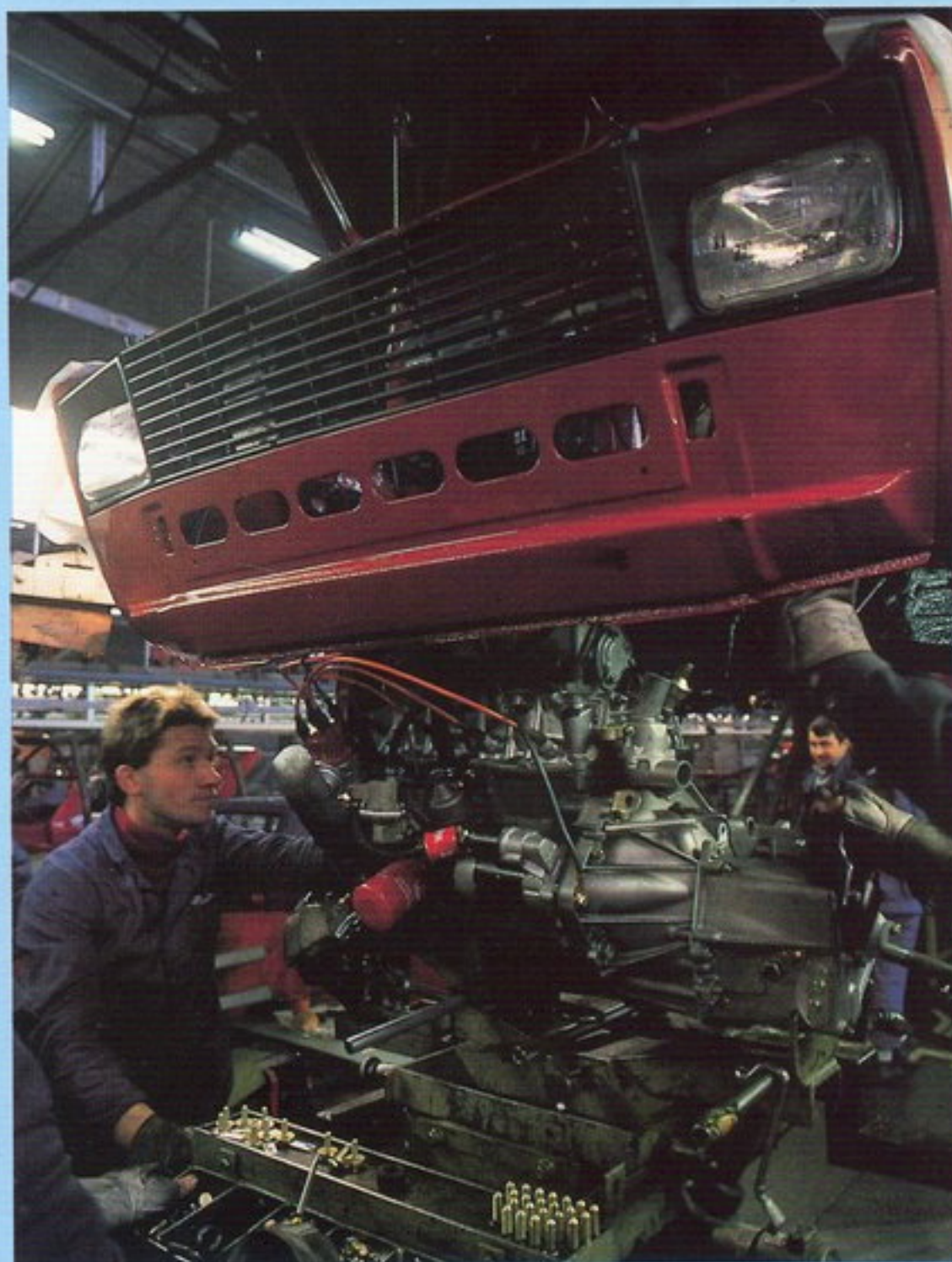
- multipurpose passenger cars, vans, minibuses and pick-ups with a pay load of 800 kg.
- special passenger cars (police cars, ambulances, driver training cars, basic cars and so on).

2. »Third October« in Raška produces:

- rotating parts for passenger cars and commercial cars.

3. »S. Sremčević – Crni« in Knić produces brake system parts for passenger cars and trucks. They also produce metal industrial and office furniture.

4. »Blagotin« in Belušić produces vehicle seat fillers, furniture fillers, seats for tractors, motorcycles and bicycles, and medical cushions. They also produce furniture.





»JUGOPLASTIKA« SPLIT
»JUGOPLASTIC« SPLIT



»ZASTAVA KOMPONENTE« KRAGUJEVAC
»ZASTAVA COMPONENTS« KRAGUJEVAC

KOOPERANTSKA MREŽA U JUGOSLAVIJI DOMESTIC SUPPLIERS



»DMB« BEOGRAD – INDUSTRIJA MOTORA
»DMB« BEOGRAD – ENGINE SUPPLIER

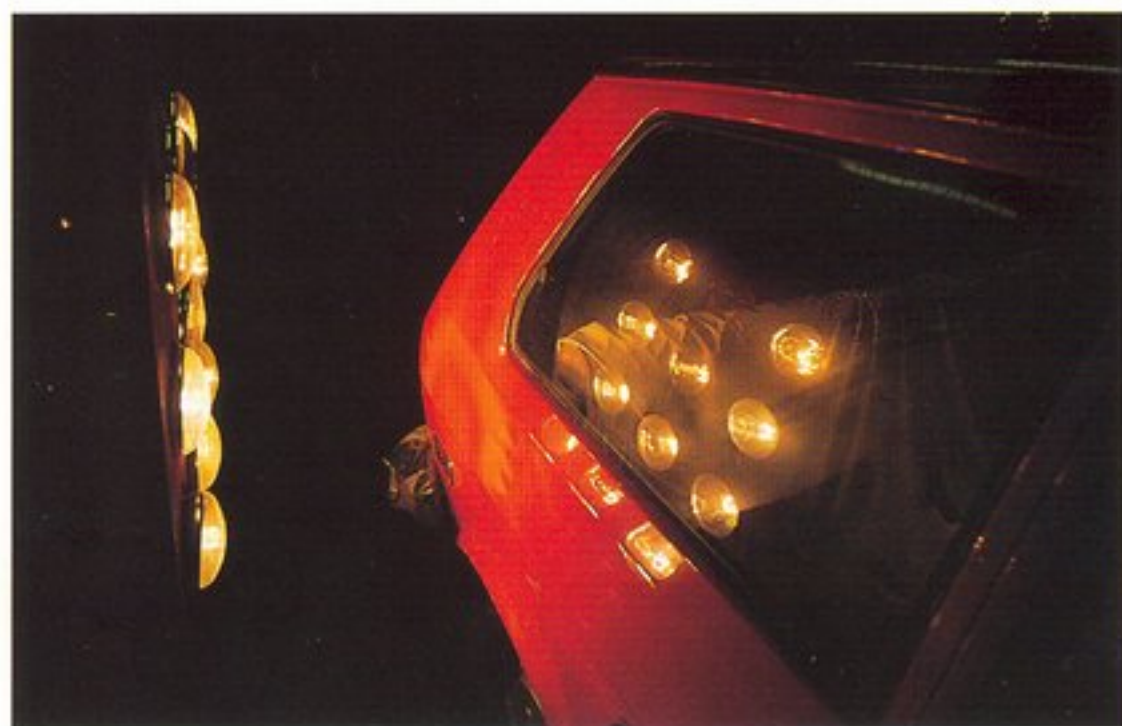


YUGO KVALITET

Naši programi unapređenja kvaliteta se odnose na oblasti razvoja, proizvodnje i snabdevanja, logistike, prodajnog servisa i postprodaje i rezervnih delova.

Kompjuterski registrujemo i analiziramo sve informacije sa tržišta i na poseban način navedene oblasti povezujemo u jedinstven sistem Yugo kvalitet (YQ). Poseban cilj je efikasna reakcija prema konkretnom kupcu i prema budućim kupcima.

Aplikacije novih tehnologija, ažurne metode kontrole u svim fazama rada, posebne stimulacije radnika, i stalna verifikacija isporučilaca su trenutno najaktuelniji fundamenti piramide kvaliteta na čijem se vrhu nalazi kupac i njegovo zadovoljstvo markom Yugo.



YUGO QUALITY

Our quality improvement programs cover the following areas: Development, Production and Supply, Logistics, Sales, Aftersales and Parts.

As the market information is computer recorded and processed, the above mentioned areas are combined into one Yugo quality system (YQ). Our aim is to achieve efficient response towards individual customer needs as well as towards future customers' needs.

Application of new technology, updated Q.C methods in all stages of work, special workers' incentives and constant verification of suppliers are, at present, the most relevant fundamentals of the quality pyramid, on top of which is the customer and his satisfaction with Yugo quality.



PRODAJNA MREŽA U JUGOSLAVIJI

Prodaja YUGO modela u Jugoslaviji se vrši preko 6 sopstvenih prometnih radnih organizacija (38 prodajnih punktova) i 84 ugovornih prodajno-servisnih organizacija.

Na teritoriji Jugoslavije postoje 202 ovlašćena YUGO-servisna punkta.

Prodajnu mrežu sa rezervnim delovima snabdeva RO »Zastava – autodelovi«.

SALES NETWORK IN YUGOSLAVIA

YUGO models are sold in Yugoslavia through 6 Zastava sales organizations, 38 sales outlets and 84 subcontracted sales / service organizations. There are 202 authorized Yugo Service outlets throughout Yugoslavia.

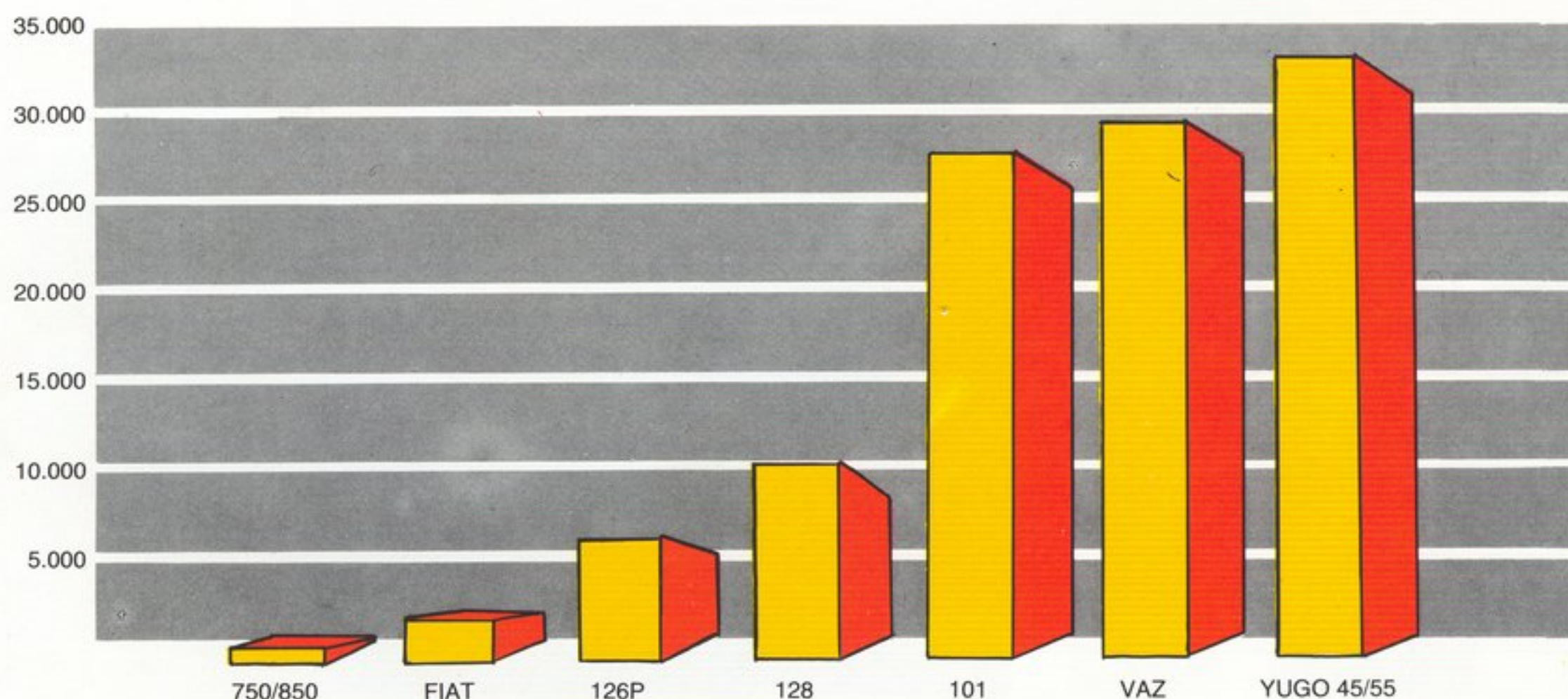
The Zastava Parts Department supplies the parts to the wholesales network.

	1986.	
	Isporuka za domaće tržište (Domestic market supply)	Prodaja krajnjim kupcima (Retail sales)
Osnovni program (Domestic vehicles)	71.019	71.843
Dopunski program (Counter – traded vehicles)	32.820	32.722
UKUPNO: (TOTAL)	103.839	104.565

Najprodavaniji YUGO modeli u 1986. god. su »YUGO 45/55« i »101 / 128«.

Of the different models of the YUGO vehicles, YUGO 45/55 and 101/128 achieved the highest sales figures in 1986.

	1986.						
	750/850	YUGO 45/55	101	128	126 P	VAZ	FIAT
Isporuka po model. Delivery / model	39	30.929	26.891	13.160	4.200	27.537	1.083



PRODAJNA MREŽA DILER'S NETWORK



IZVOZ

Yugo vozila su prisutna na svih šest kontinenata a prodaju se u skoro svim zemljama Evrope i Severne Amerike. Naša su se vozila u testovima pre početka prodaje i kasnije u eksploataciji pokazala izvanredno u polarnim oblastima, u uslovima tropske klime, na visokim Andima, na Saharskom pesku, modernim auto putevima ali i na ne tako dobrim putevima. Naš je cilj da budemo prisutni na svim većim automobilskim tržištima naravno u meri i obimu koji dopuštaju naši proizvodni kapaciteti. Naša najveća tržišta su Sjedinjene Američke Države na kome smo počeli sa izvozom 1985. godine preko specijalizovane firme Yugo Amerika. Zahvaljujući referencama sa ovog ali i drugih važnih tržišta vozila Yugo su u svetu veoma tražena.

Od početka izvoza svojih automobila 1965. godine pa do kraja 1986. godine Zastava je izvezla 414.821. putnički automobil u 68 zemalja širom sveta.

U 1986. godini Zastava je otpremila za izvoz 68.315 automobila za 20 zemalja. Najveći kupci »Yugo« automobila u 1986. godini su SAD, Velika Britanija, Egipat, Mađarska itd.

EXPORT

Yugo cars are present on six continents and are sold in almost all European and North American countries. Our cars achieved good results in presale tests and later on behaved perfectly in polar areas, tropical climate, high Andes, on Sahara sand, modern high – roads and on the rough roads as well. Our aim is to be present on all larger car markets, of course within the limits of our production capacity. Our largest market are United States where we started to export in 1985 via YUGO America.

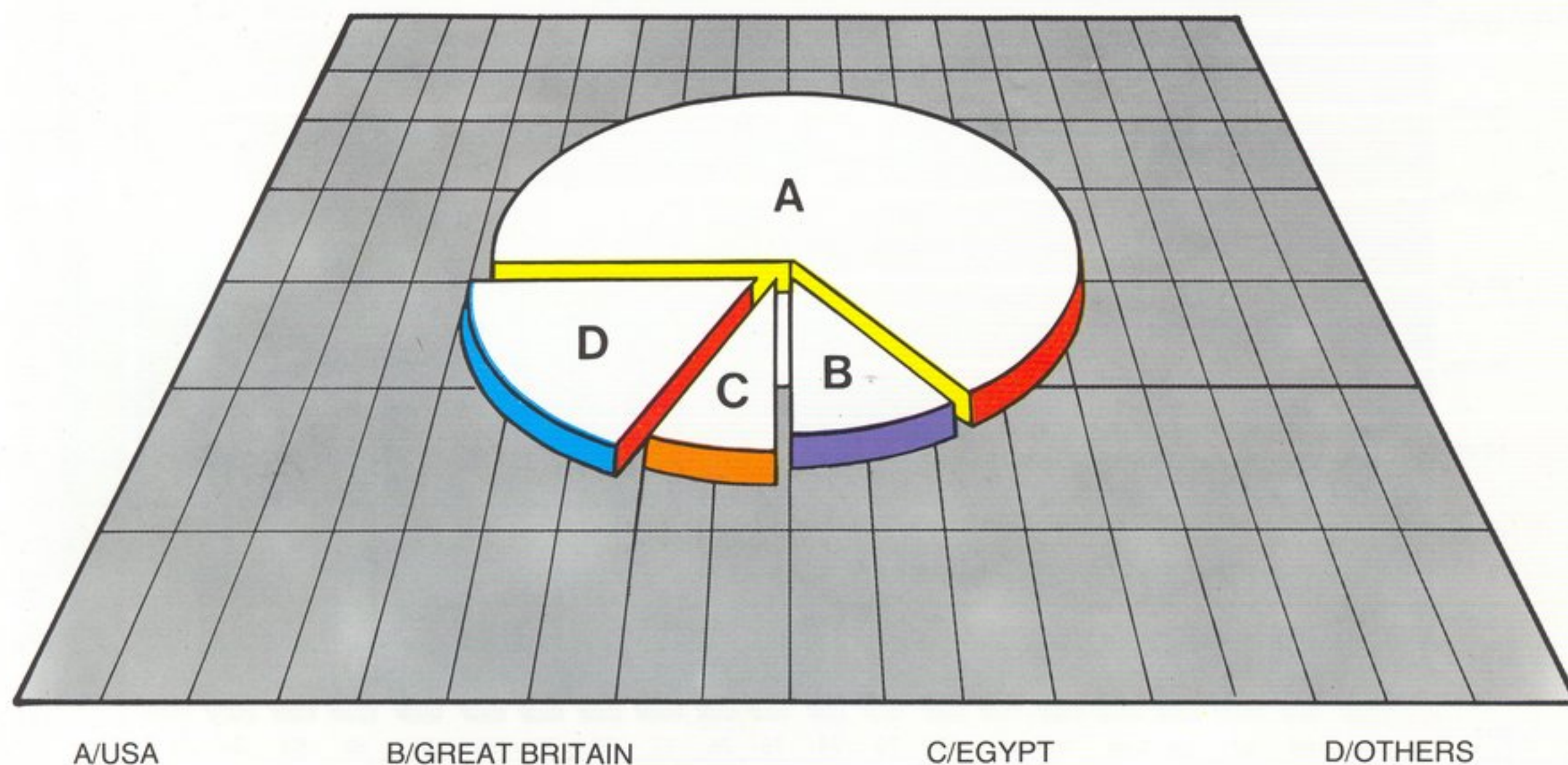
Thanks to references from this and other important car markets, YUGO cars are increasingly asked for all over the world.

Since Zastava started to export cars in 1965. up to the end of 1986, 414, 812 passenger cars have been exported to 68 countries all over the world.

During 1986, Zastava exported 68,315 cars into 20 countries. Major Yugo buyers in 1986. were USA, UK, Egypt, Hungary etc.

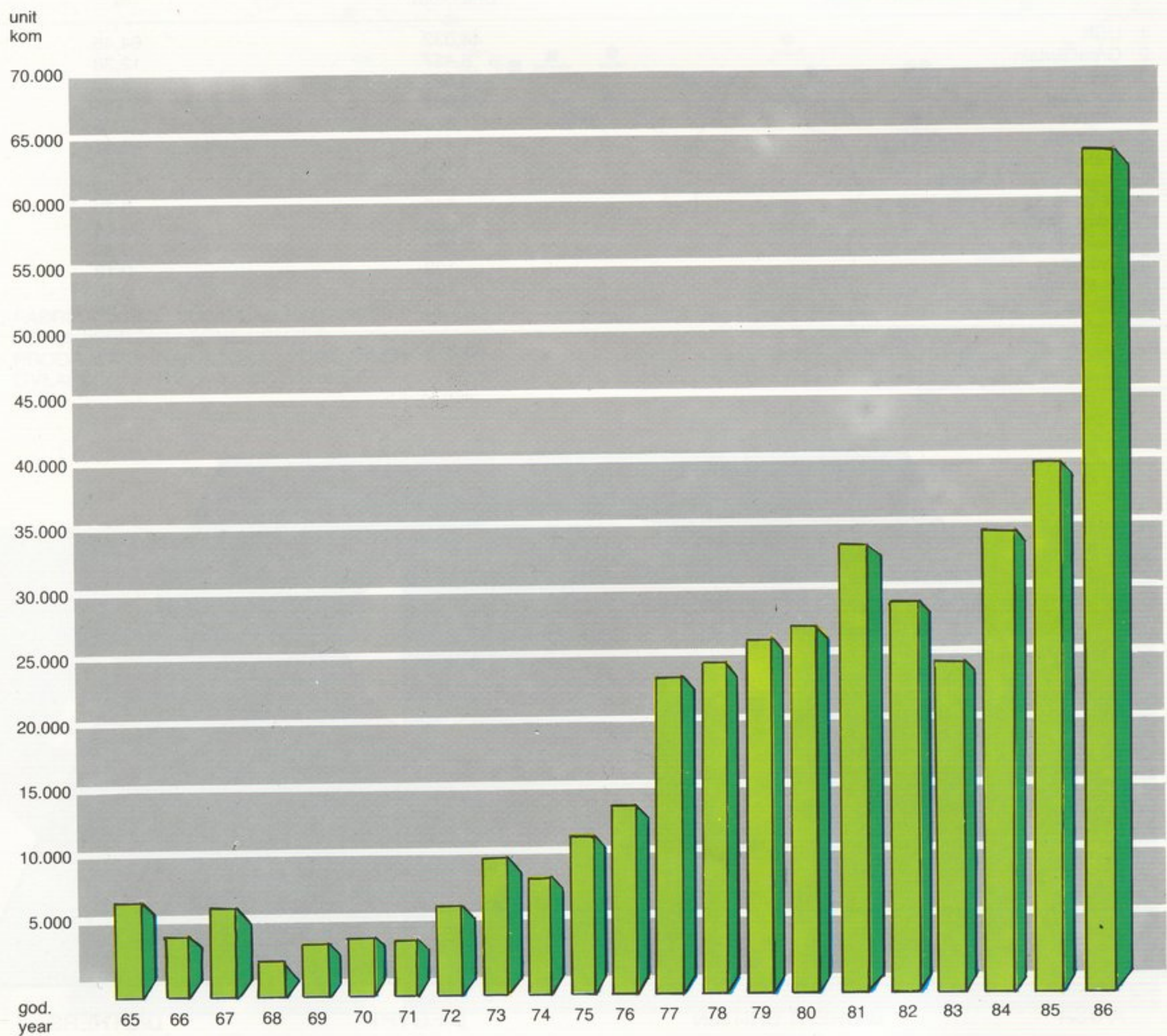
Export markets / Izvozna tržišta (1986)

	Unit / kom.	%
1. USA	44,032	64,45
2. Great Britain	8,457	12,38
3. Egypt	6,097	8,92
4. Hungary	3,082	4,51
5. Greece	1,878	2,75
6. Danmark	1,416	2,07
7. France	1,404	2,06
8. Bulgaria	599	0,88
9. Belgium	540	0,79
10. Netherland	300	0,44
11. New Zealand	264	0,39
12. Cyprus	123	0,18
13. Guatemala	103	0,15
14. Others	20	0,03
TOTAL:	68,315	100





RAST IZVOZA EXPORT GROWTH





YUGO America Inc, New Jersey, USA



YUGO cars from ZASTAVA (GB), Reading, GB



Inokooperacija

Fabrika automobila Zastava već niz godina razvija kooperantske odnose sa proizvođačima iz Sovjetskog Saveza, Italije, Poljske, Mađarske, DDR-a i Bugarske. Obim kooperacije u oba pravca beleži rast iz godine u godinu.

Ukupan obim prometa sa inokooperacijom realizovan u 1986. god. iznosi: 178.689.933 \$ u tome

- kroz dugoročne proizvodne kooperacije 175.141.964\$
- kroz kompenzacione poslove 3.547.969\$

Promet (ukupno po zemljama kooperacija + kompenzacija) u milionima \$

Turnover (total cooperation + compensation) in \$ millions

Partner	1985.	1986.	86/85. index
Soviet Union	97,8	108,8	111,2
Italy	14,6	24	171,4
Hungary	21,6	20,4	94,4
Poland	18,5	15,4	83,2
GDR	6,3	7,9	125,3
Bulgaria	3,9	2,1	53,8
TOTAL:	162,7	178,6	109,8

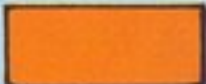
Foreign cooperation

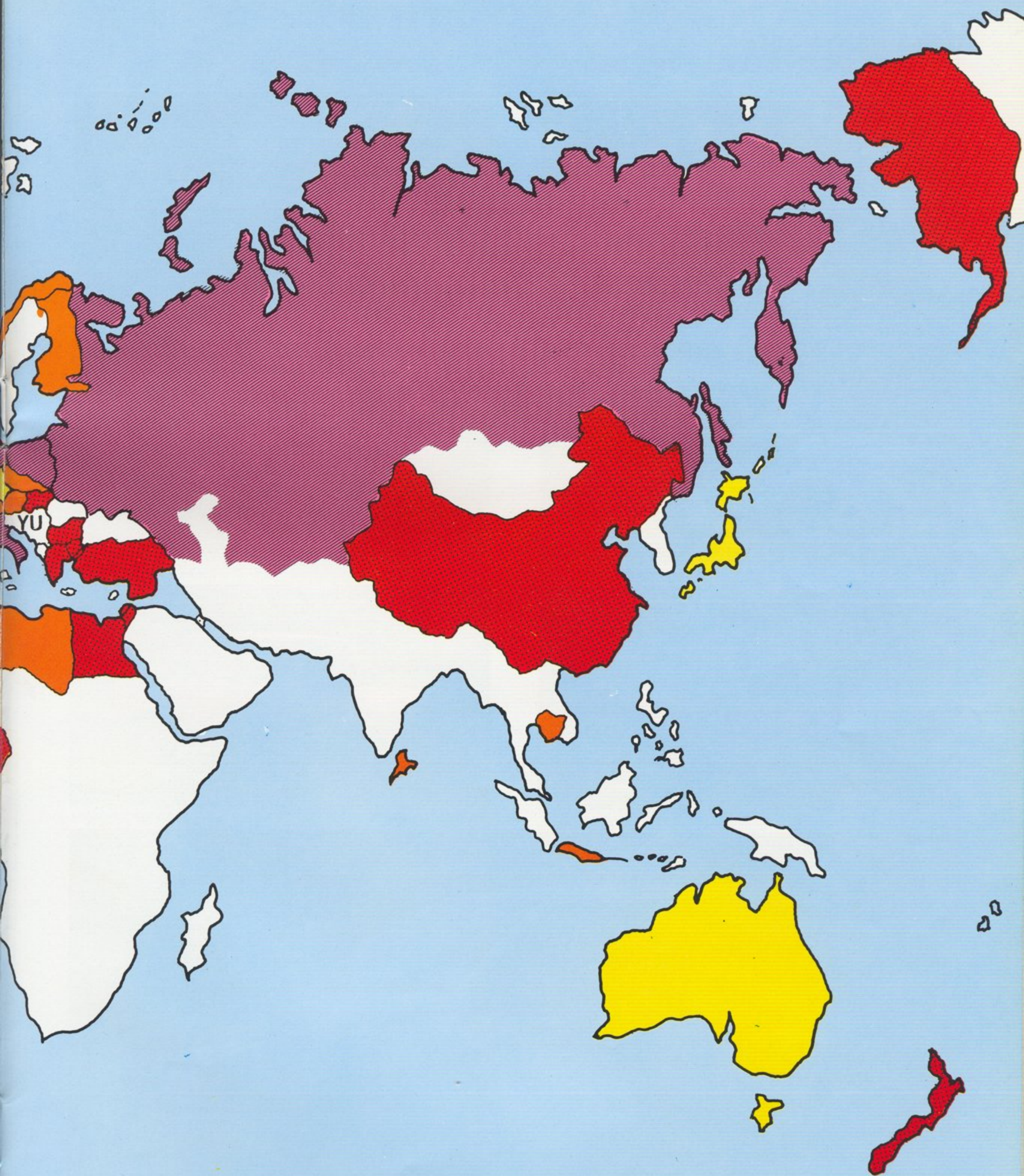
For many years Zastava has developed cooperation with manufacturers from Soviet Union, Italy, Poland, Hungary, GDR and Bulgaria. Cooperation volume is constantly increasing.

Total turnover with foreign cooperation in 1986 was \$ 178,689,933 including:

- Long-term cooperative production \$ 175,141,964
- Compensation transactions \$ 3,547,969



-  IZVOZNA TRŽIŠTA
EXPORT MARKETS
-  INOKOOPERACIJA
FOREIGN COOPERATION
-  POVREMEN IZVOZ
TEMPORARY EXPORT
-  PLANIRANA IZVOZNA TRŽIŠTA
PROJECTED EXPORT MARKETS



**GAMA YUGO MODELA
THE AUTOMOTIVE LINE — UP**



YUGO GV



YUGO GVL



YUGO 65



YUGO GVX



YUGO 1.1 GX



ZASTAVA 128 1.1 GX



YUGO FLORIDA



YUGO 45E HLI



YUGO 55E SUP



YUGO 1.1 GX POLI



YUGO 1.1 GX KOMBI



YUGO 55E SPI



ZASTAVA 900 AK



YUGO CABRIO

FINANSIJSKI OSVRT FINANCIAL REVIEW

FAZ-YUGO

YUGO CAR FACTORY

(in dinars)

	1985.	1986.	86/85 %
Ukupan prihod total revenue	105,695,685,380	219,855,892,278	208%
Utrošena sredstva expenditures	95,071,249,994	191,805,746,829	202%
Dohodak income	10,624,435,386	28,050,145,449	264%
Čist dohodak Net income	6,258,624,503	19,076,459,710	305%

FAZ-YUGO

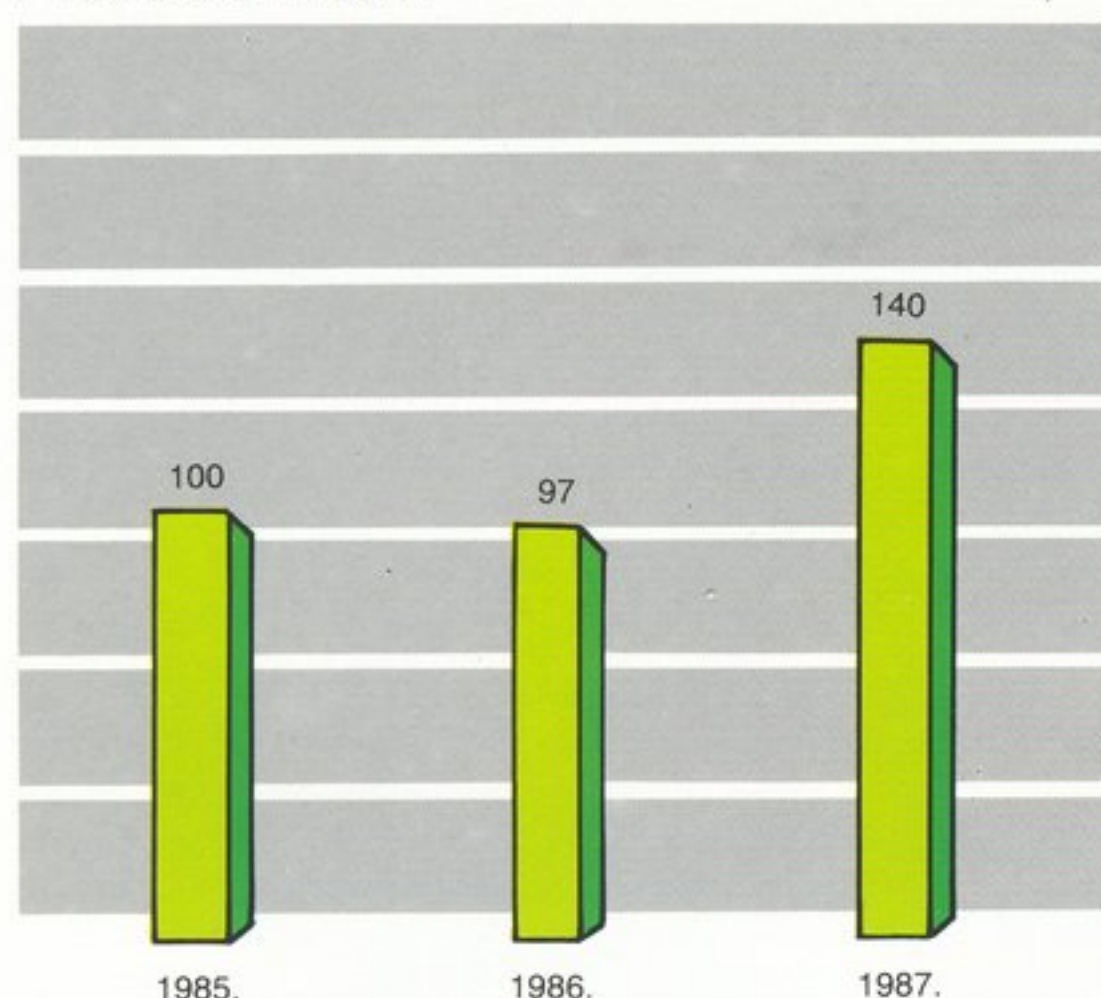
YUGO CAR FACTORY

(in dollars) \$

	1985.	1986.	86/85 %
Uvoz Import	45,816,255	49,720,147	108%
Izvoz Export	87,626,226	135,659,006	155%
Export / import %	191%	273%	
TOTAL Import – Export	133,442,481	185,379,153	139%

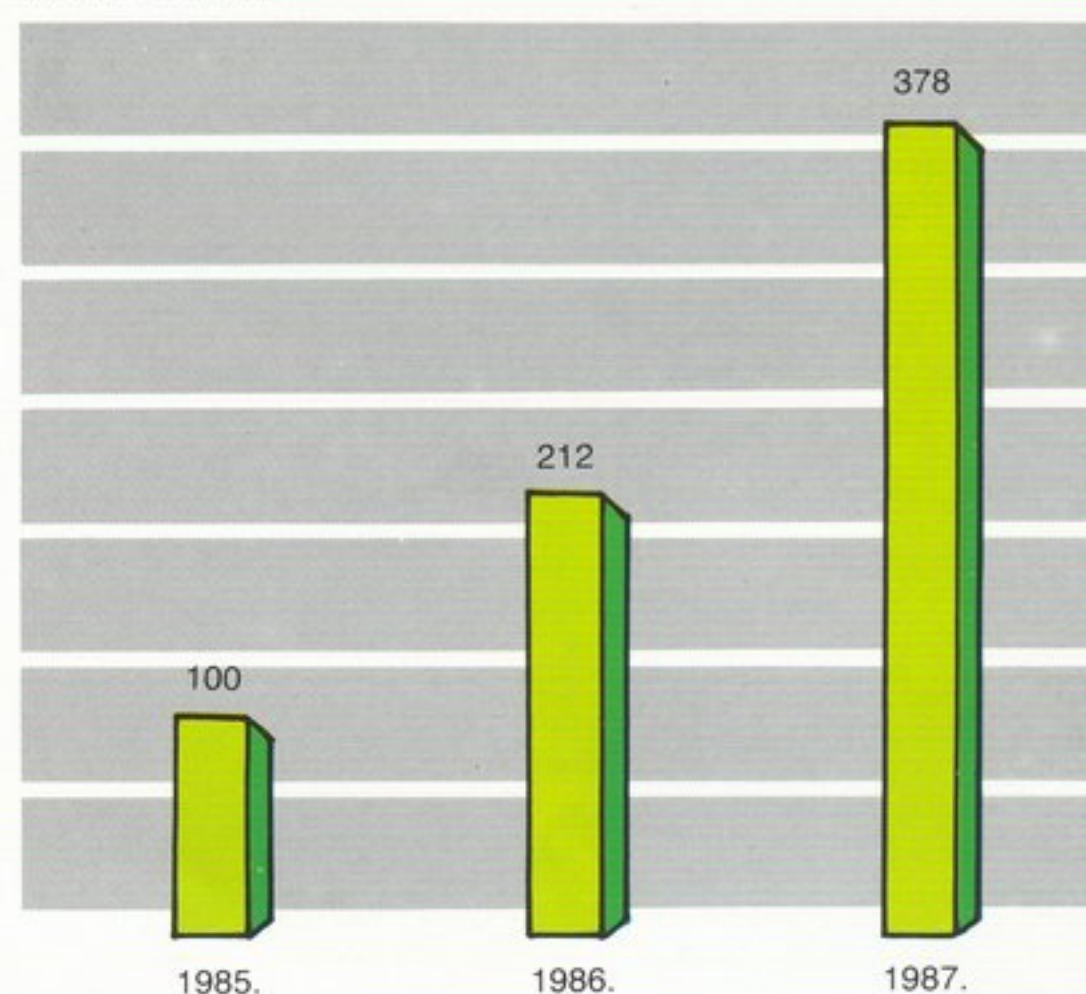
RAST SE NASTAVLJA GROWTH IS CONTINUED

PROIZVODNJA: PRODUCTION:



1985 = 100%

IZVOZ: EXPORT:



1985 = 100%

PRVA TRI MESECA '85, '86 i '87.
THE FIRST QUARTERS OF 1985, 1986 and 1987.

YUGO ABROAD

BELGIUM

Importer-Distribution:
PIERREUX S.A.
Vaucampsiaan 26
1511 Huizingen - Bruxelles
Tel.: 02/3563820
Telex: 26752 PIREAU BV

BULGARIA

Importer - Distribution:
BALKANCARIMPEX
Kliment Ohridski 48
1000 SOFIA
Tel: 655-01
Telex: 023431/2
Representative:
JAVOR AGENCY
Maršala Tolbuhina 16
1000 Sofia
Tel: 885-839/883-069
Telex: 22278

CANADA

Importer - Distribution:
YUGO CARS OF CANADA
3475 14th Avenue, markham
Ontario
Tel: /416/479-9846

Representative:
YUGOCANADA INC.
100 Adelaide St. W. Ste 1350
Toronto, Ont. M5H1S3
Tel.: 3622428, 3622427
Telex: 0623279 Yugocanada tor

CHILE

Importer - Distribution:
ECE
Dr. Sotero del Rio 326
Santiago
Tel: 721446
Telex: 40782 ece cl

CHINA, P.R.

Importer - distribution:
CHINA NATIONAL MASHINERY
Import & export Corporation
Er Li-Gou, Xi Jiao
BEIJING
Tel.: 890931-669
Telex: 22242 Cmiec cn
Cable: Machimpex Beijing
Representative:
INTEREXPORT
4-2-81 Jianguomenwai
Beijing
Tel.: 52 3294, 52 2703
Telex: 22386 Inexp cn

CYPRUS

Importer - Distribution:
YUGO AFTOKINITA LTD
7C/D Santaroza ave.
P. O. Box 7021
Nicosia
Tel: 02-457660/1
Telex: 3405 kolstar cy
Representative:
YUGO-ARAB CO. LTD
58-60 Digheni Akrita Ave.
Ghinis Building (9th floor)
P. O. Box 2217
Tel.: (021) 58673
Telex: 3501 Youar cy

DENMARK

Importer - Distribution:
YUGO BILER A/S
Porthusvej 4, Postbox 34
DK-3490 Kvistgard
Tel.: 452239111
Telex: 41193

EGYPT, A. R.

Assembly plant - Distribution:
EL-NASR AUTOMOTIVE CO
1081 Cornish EL-Niel
Garden city - Cairo
Tel.: 688737
Telex: 92063
Representative:
YUGOAUTO
26/IV Adlly street
Cairo
Tel.: 759-125
Yugo technical delegate:
Cairo
26/IV adlly Street
Tel.: 759-125

FRANCE

Importer - Distribution:
CHARDONNET
165, Av. Henri-Barbusse
BP 205/93003 Bobigny-Paris
Tel.: 843.93.30

GREECE

Importer - Distribution:
ZASTAVA HELLAS S.A.
Tsimiski 131
Thessaloniki
Tel.: 266-905
Telex: 2419
Athens office:
Kalirois 53 Athens
Tel.: 9228-374
Telex: 4279

GREAT BRITAIN / EIRE

Distribution:
ZASTAVA (GB) LTD., YUGO CARS
Worcester House,
Basingstoke Road,
Reading RG2 0QB
Tel.: Reading (0734) 866921
Telex: 849784, Yugo GB-G
Importer - Representative:
B. S. E. GENEX CO. LTD.
Heddon House,
149-151 Regent Street,
London, W1R 8HP
Tel.: 01-734 8711 (9 Lines)
Telex: 28135 Genex Lon
24581 Genex Lon
Cables: Genexlon, London
Center for Vehicle rectification:
ABBEY HILL VEHICLE SERVICES LDD.
Boundary Road, Lufton
Yeovil, Somerset, BA22 8SS.
Tel.: (0935) 29111
Telex: 46238
YUGO Technical representative:
YUGO CARS
Boundary Road,
Lufton Trading Estate,
Tel.: (0935) 77820
Tel.: reading (0734) 866921
Telex: 849784/Yugo GB-G

GUATEMALA

Importer - Distribution:
GUSTAVO MOLINA & CIA. LTDA.
Boulevard Liberacion 4-55, Zone 9
Guatemala, C. A.
Tel.: 314548, 319687
Telex: 5871 Molinagu

HUNGARY

Importer:
MOGURT
Vaci utca 38
1056 Budapest
Tel.: 182-413
Telex: 22-5357, 225358

Representative:
GENERALEXPORT
Vaci utca 19-21/V
1052 Budapest
Tel.: 185-499
Telex: 226051 GENEX H

ITALY

ZCZ TECHNICAL &
COMMERCIAL OFFICE
Via Cesare Lombroso 28
10125 Torino
Tel.: 658-415, 658-421, 658-718
Telex: 221694

JORDAN

Importer - Distribution:
PHILADELPHIA JORDAN
DEV. CO. LTD.
P. O. Box 845
Amman
Tel.: 664972
Telex: 21592

MALTA

Importer - Distribution:
GASAN ENTERPRISES LTD.
363 Rue d'Argens
Gzira
Tel.: 515644, 330001/2/3
Telex: MW 1450
Cables: »Interauto« Malta

NETHERLANDS

Importer - Distribution:
GREMI AUTO - IMPORT B. V.
Osloweg 2
9723 BI Groningen
Tel.: 050-18 3121
Telex: 53720

NEW ZEALAND

Importer - Distribution:
YUGO CARS NEW ZEALAND LIMITED
80 Station rd, otahuhu
Auckland 6
Tel.: 09/276-3616, /09/276-3115
Telex: NZ 60847

NIGERIA

Importer - Distribution:
EXALON (NIGERIA) LIMITED
P. M. B. 21616
Ikeja,
Lagos State
Tel.: 01/835982-01/834665
Telex: 26655 Vklplas N6
Cables/Exalon, Lagos
Representative:
NIGER PROGRESS LIMITED
29, Raymond Njoku Road
Ikoyi, Lagos
Tel.: 680120/617965
Telex: 22324

POLAND

ZCZ AGENCY
Aleja Roz 5.
Warszawa
Tel.: 219-615
Telex: 813744

REPUBLICA DOMINICANA

Importer - Distribution:
RUEDAS DOMINICANAS, C. por A
Ave. San Martin 25
Santo Domingo
Tel.: 688-3351

SAUDI ARABIA

Importer - Distribution:
SAUDI SUPPLY AND COMMERCE CO.
P. O. Box 1595
Riyadh

USA

Importer - Distribution:
YUGO AMERICA INC.
28 Park Way
Upper Saddle River
New Jersey 07458
Tel.: 201/825-4600
Telex: 132067 Yugo USA

Representative:
IMPEX OVERSEAS CORPORATION
Empire State Building
Suite 2925
350 Fifth Avenue
New York, N. Y. 10118
Tel.: (212) 947-5230
Telex: 224360, 223412

IMPEX CAR INC.
Tel.: (212) 279-1999

Yugo technical Representative:
28 Park Way, Upper Saddle River,
New Jersey 07458
Tel.: 201/825-4600
Telex: 132067 Yugo USA

R & D Group:
ICI
30427 West Eight Mile Road
Livonia, Michigan 48152
Tel.: (313) 471-5000

USSR

ZCZ TECHNICAL &
COMMERCIAL OFFICE
Mosfiljmovskaja 42
Moscow
Tel.: 147-84-11
Telex: 414 408

YUGO ABROAD

BELGIUM
Importer - Distribution:
PHEBUS S.A.
Van der Meulen 28
1051 Brussels - Belgium
Tel.: 02/53-5558-5
Telex: 28125 PHEBUS BV

BULGARIA
Importer - Distribution:
SALICAMARX
Kamen Oshin 18
1000 Sofia - 27
Tel.: 885-01
Telex: 020112
Representative:
JAVO Agency
Mladost 10000 18
1000 Sofia
Tel.: 810-883-063
Telex: 22378

CANADA
Importer - Distribution:
YUGO CARS OF CANADA
4575 14th Avenue, Montreal
Ontario
Tel.: (514) 382-8840 (t)

CHINA P.R.
Importer - Distribution:
CHINA NATIONAL MASHINERY
Import & Export Corporation
P.O. Box 31
Beijing
Tel.: 60001-889
Telex: 23245 OMIC cn
Cable: MASHINERY BEIJING

CHILE
Importer - Distribution:
YUGO CARS OF CHILE
P.O. Box 16, P.O. 258
Santiago
Tel.: 721-446
Telex: 40782-606 cl

CYPRUS
Importer - Distribution:
YUGO CARS LTD
P.O. Box 100
Nicosia
Tel.: 02-42-44-1
Telex: 2405 KOMA cy
Representative:
YUGO TRADING LTD
88-90 Tsimoni, Nicosia
Cyprus
P.O. Box 100
Tel.: 02-42-44-1
Telex: 2405 KOMA cy

DENMARK
Importer - Distribution:
YUGO CARS LTD
P.O. Box 100
Nicosia
Tel.: 02-42-44-1
Telex: 2405 KOMA cy
Representative:
YUGO TRADING LTD
88-90 Tsimoni, Nicosia
Cyprus
P.O. Box 100
Tel.: 02-42-44-1
Telex: 2405 KOMA cy

HUNGARY
Importer:
MOGORT
Vasut 38
1055 Budapest
Tel.: 182-113
Telex: 02-42-44-1

Printed by »GRAFIKA SOČA«



FABRIKA AUTOMOBILA ZASTAVA — YUGO
34000 KRAGUJEVAC, JUGOSLAVIJA
ŠPANSKIH BORACA 4
Tel.: 034/62-140 to 62-149; 60-210 to 60-219
TELEX: 17257; 17128

EXPORTER: ZASTAVAIMPEX
11000 BEOGRAD, YUGOSLAVIA
»29. NOVEMBRA« 12
Tel.: 011/322-311
TELEX: 12118; 12303; 12535; 12220
CABLE: ZASTAVA IMPEX

IZDAJE: RO FABRIKA AUTOMOBILA ZASTAVA-YUGO
POSLOVODNO RUKOVODSTVO
BIRO ZA IZVOZ

PUBLISHED BY: ZASTAVA-YUGO CAR FACTORY
EXPORT BUREAU

UREDNIK I TEKST / EDITOR AND TEXT: ZORAN JOVIĆ
AUTOR FOTOGRAFIJA / PHOTOGRAPHER
ZORAN ĐORĐEVIĆ / izuzev / except 9 fotografija / photo
TEHNIČKO UREĐENJE / TECHNICAL ASSOCIATE EDITOR:
ĐORĐE BLAGOJEVIĆ
GRAFIČKA OBRADA / GRAPHIC ARTIST: VLADAN MIJATOVIĆ

